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case 6-679-482
March 18, 2025

A Blue Ocean Strategy for Morocco: Sustainability Through Clean Energy

Young people are concerned about the future of Planet Earth, sustainability, and quality of life, especially in the context of global climate change and continuing use of fossil fuels. Conferences of nations in recent decades have made efforts to define causes and measure parameters of climate change and specify appropriate actions to forestall outcomes that may diminish quality of life on Earth. Yet benchmarks for collective action have not been met, increasing public anxiety about the future. Young activists such as the well-known Greta Thunberg (Sweden) as well as Vanessa Nakate (Uganda)¹ and Sage Lenier (USA)² have faced public resistance, ridicule, and indifference. In 2017, six Portuguese children and young adults and filed the first climate change lawsuit received by the European Court of Human Rights. They accused 32 European governments of violating their human rights by failing to adequately address climate change.³

Set against this background of concern and less than effective action about climate change, Morocco has taken the initiative to pursue various avenues toward sustainability, developing a portfolio of clean energy alternatives to dependence on imported fossil fuels. The country's business and policy initiatives created a diversified sustainable energy industry, producing electric vehicles (EVs) and batteries, exporting green electricity and hydrogen, and training future business leaders. This case explores how a blue ocean strategy—a new market space where demand is created and managed—might be developed to achieve Morocco's goals for sustainability. Key thought leaders, decision-makers, and commentators are introduced, along with Morocco's many options for generating clean electricity from renewable sources.

A Kingdom of Light and Innovation

Located on the northwestern tip of Africa (see **Figures 1 and 2**), Morocco was a middle-income emerging economy with a population of 38 million and a land mass roughly equivalent to the U.S. state of California. Cold winds from the Atlantic Ocean temper the intense summer heat of the interior. The peaks of the Atlas Mountain range extend almost the full length of the country and snow in winter provides potable water to cities and farms on the inland plains. This mix of favorable topography and climate positioned Morocco as a leading exporter of agri-food products, as well as a popular tourist destination. In 2023, a government-

Published by WDI Publishing, an Initiative of the William Davidson Institute (WDI) at the University of Michigan.

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